2015 HR Community Survey Results

TASK

- Assess/re-assess the attitudes and opinions of HR officers on various topics
- Determine effectiveness of efforts underway to align with Navy 2013-2017 HR Community Strategic Plan
- Generate potential focus areas for action and research
- Address any areas of concern that were not included in previous survey

HR Survey Participation

Inventory as of 30 June 2015

Survey Participants vs. INVENTORY

1200	1207	1205		1200	1207	1205	Percent of Inventory		
0	0	0	FLAG	1	0	1	0	N/A	0
24	3	8	CAPT	40	13	20	60	23	40
50	18	23	CDR	98	61	53	51	30	43
75	37	13	LCDR	163	87	68	46	43	19
70	13	10	LT	146	25	70	48	52	14
8	1	4	LTJG	26	2	12	31	50	33
1	0	4	ENS	7	0	13	14	N/A	31
228	72	62		481	188	237	47	38	26
63%	20%	17%		53%	21%	26%			
Survey Total	362			Total Inventory	906		Total % of Inventory	40	

Thought Points

- Make unique contributions to Big Navy issues
- Shift focus toward the warfighter
- Foster a culture of broad communication
- Create a SELRES champion
- Evaluate community needs against education and certification options
- Improve Milestone and Command transparency and feedback
- Value previous URL experiences and talent
- Improve matching of mentor/mentees
- Improve integration of new HR accessions
- Promote discussion and networking through an HR Association
- Advocate for the community with greater marketing and branding

HR Strategy

- **74% of all HR officers believe the HR Strategy is aligned with the CNO's Navigation Plan and Sailing Directions.**

Senior (O5-O6)	Junior (O1-O4)	1200	1207	1205
75%	73%	77%	**69%**	**68%**

- **65% of all HR officers believe the HR Action Plan will serve as a good roadmap to meet the HR Strategic objectives**

Senior	Junior	1200	1207	1205
66%	64%	**62%**	68%	69%

HR Community-led Projects

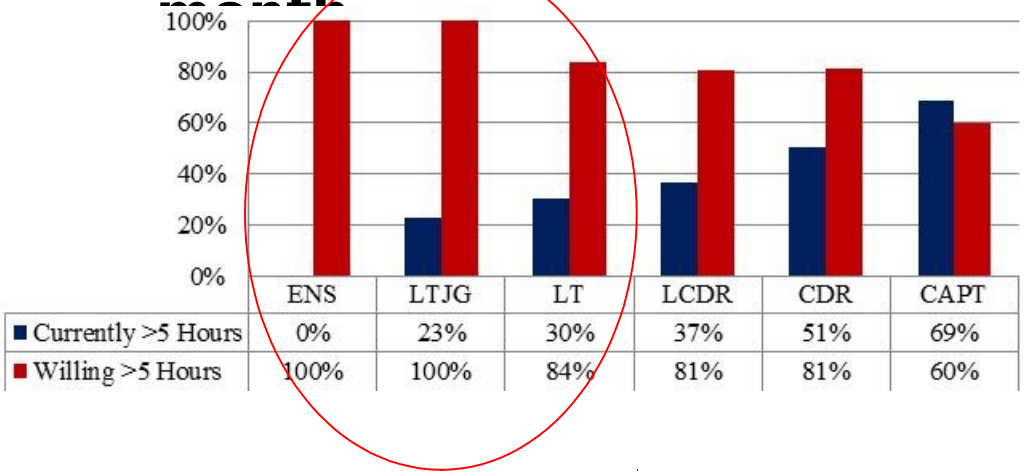
Percentage currently volunteering 5 or more hours per month, and

those willing to volunteer an additional 5 or more hours per month

41% of HR Officers are <u>currently</u> volunteering 5 or more hours per month

81% of HR officers are <u>willing</u> to volunteer an additional 5 or more hours per month

JOs are looking for opportunities to participate



Which HR BoD would you be interested in volunteering for a project?

	DEV	MGMT	PRLC	REQ	BIG-N	NONE
ALL	18%	21%	18%	17%	20%	6%
Senior	15%	**23%**	12%	13%	**25%**	12%
Junior	19%	**29%**	**29%**	18%	18%	4%

Milestone / Command

Questions	All (r2013)	Senior	Junior
Understand milestone screening process	87% (+2)	90%	86%
Understand milestone assignment / slating process	**84% (+17)**	**88%**	**82%**
Understand command screening process	86% (n/a)	90%	84%
Understand command assignment / slating process	83% (n/a)	89%	79%
Combined milestone and command slating process is fair	63% (+21)	71%	59%

Significant themes from Open Forum comments on "How do you feel the HR Community can improve the Milestone or Command screening and slating process?"

- Increased communication, transparency, and feedback (36%)
- Adverse impact to Lateral Transfers (14%)
- Equalize Milestone and Command processes (11%)
- Desk screens increase distrust in the system and are perceived poorly (5%)

Milestone / Command (Cont.)

Questions	All (r2013)	Senior	Junior
Command Qualification process is a valuable instrument in preparing and screening individuals for command	60% (n/a)	62%	58%
Right mix of leadership and staff billets for milestone positions	**57% (-12)**	58%	57%

Open Forum suggestions to "What billets do you believe should be considered for Milestone or Command?"

- Fleet/Operational/Joint (34%)
- N1 (RESFOR/RCC/OPNAV) (16%)
- Expanded TRAINO billets (10%)

Communication

- **75% of HRs surveyed felt well connected to news about the community (2013 = 65%)**
- **E-Mail & Newsletters are the most effective methods of communication**
- **Mentorship & HR Collaboration Website effectiveness shows big rise compared to 2013**

	Effectiveness (r2013)		
Communication Method	**All**	**Senior**	**Junior**
E-mail Communication	84% (-3)	84%	84%
Beacons / Newsletter	80% (-2)	78%	81%
Regional Captain network	77% (+2)	82%	75%
NPC HR Detailer Website	**73% (-11%)**	72%	74%
"Face to Face" interactions	70% (+8)	71%	70%
Mentorship	**62% (+16)**	70%	58%
Brown Bag Meetings	61% (-4)	62%	61%
NPC HR Community Manager Website	60% (n/a)	55%	63%
"Word of Mouth"	**45% (-16)**	47%	44%
HR Collaboration Website (on DoD Learn)	**41% (+9)**	37%	43%
Facebook Group	29% (+3)	32%	28%
LinkedIn interactions	9% (+1)	12%	8%

HR Collaboration Website

Question	All	Senior	Junior	1200	1205	1207
I am aware of the HR Collaboration Website	81%	82%	81%	87%	**55%**	83%
I have successfully logged into the HR Collaboration Website	67%	63%	69%	77%	**32%**	65%
I find the HR Collaboration Website user-friendly	42%	40%	43%	48%	**24%**	39%

Significant themes from Open Forum comments on "What, if anything, would you recommend to improve the new HR Collaboration Website?"

- The site's purpose and usefulness has not been well established (22%)
- Brief the contents, value, and intention of the site more broadly (14%)
- Website is not user-friendly or intuitive to navigate (14%)
- Difficulty in accessing the site (8%)
- Post relevant content with new update notifications to advertise and increase traffic (5%)

HR Training Continuum

- **50% of HR Officers attended an HRCOE Course within the last two years**
  - **48% attended the HR Introductory Course**
  - **31% attended the HR Intermediate Course**
  - **21% attended the HR Advanced Course**
- **88% of HR Officers who attended an HRCOE Course found it applicable and relevant to their current job**
- **89% of HR Officers who attended an HRCOE Course found it increased their effectiveness as a Navy HR Officer**

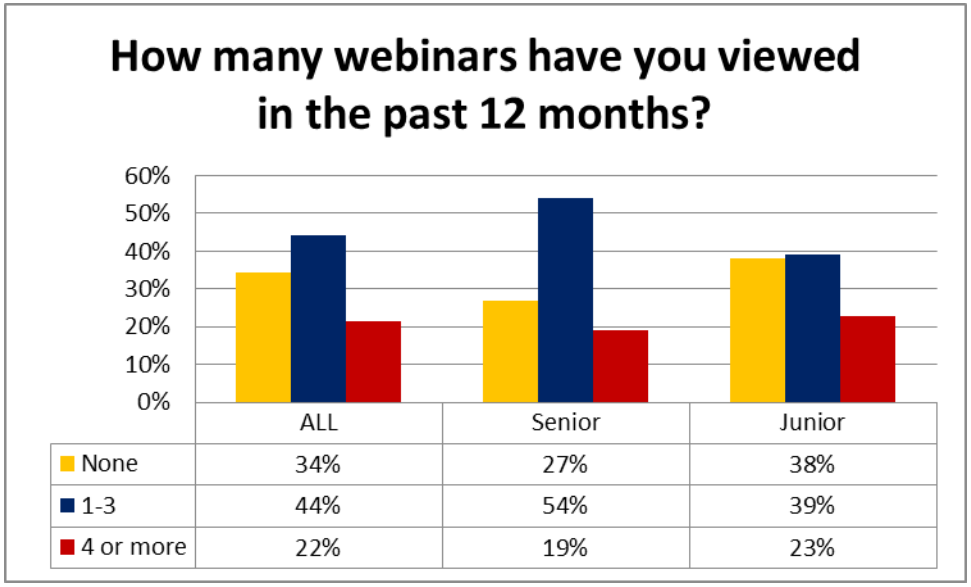
HRCOE courses are applicable and effective at all levels

January 2015 HR Professional Development Training Course	All	Senior	Junior	1200	1205	1207
Percent Attended	38%	43%	35%	**32%**	47%	49%
Will benefit my work as a Navy HR Officer	**86%**	87%	85%	83%	**93%**	86%
Should be repeated regularly as a training tool for all Navy HR Officers	**89%**	86%	91%	86%	93%	92%

HR Training Continuum (Cont.) Webinars

Open Forum suggestions to "What topics you would like presented in a future webinar and other professional development training?"

- Management-related topics (18%)
- Boards/FITREP/Promotion topics (11%)
- Development-related topics (8%)
- HR Certification/Recertification (8%)
- Career/Professional Development (7%)

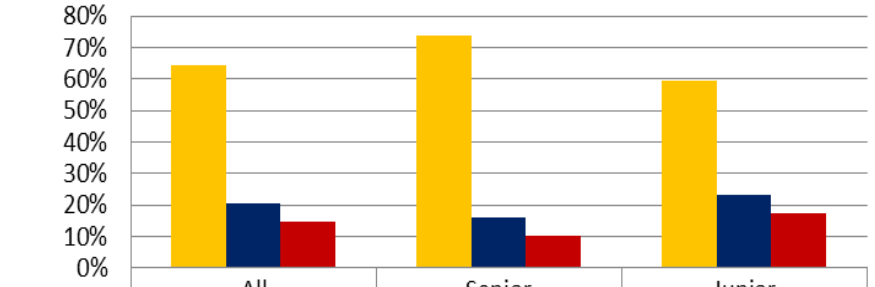


Webinars	All	Senior	Junior	1200	1205	1207
Webinars are a valuable component of the HR training continuum	91%	92%	89%	94%	80%	91%
Posting of recording webinars for future viewing is effective	91%	93%	90%	91%	86%	95%

HR Training Continuum (Cont.)

- HRCOE is planning to phase out the HR Intermediate Course.
- All HR Officers will be expected to attend the HR Introductory Course upon entrance into the community and attend the HR Advanced Course once selected for O-5.
- Formal training between these two courses will be covered by webinars and future training events.

Based on my personal experience in the HR community, this plan will meet my professional development needs.



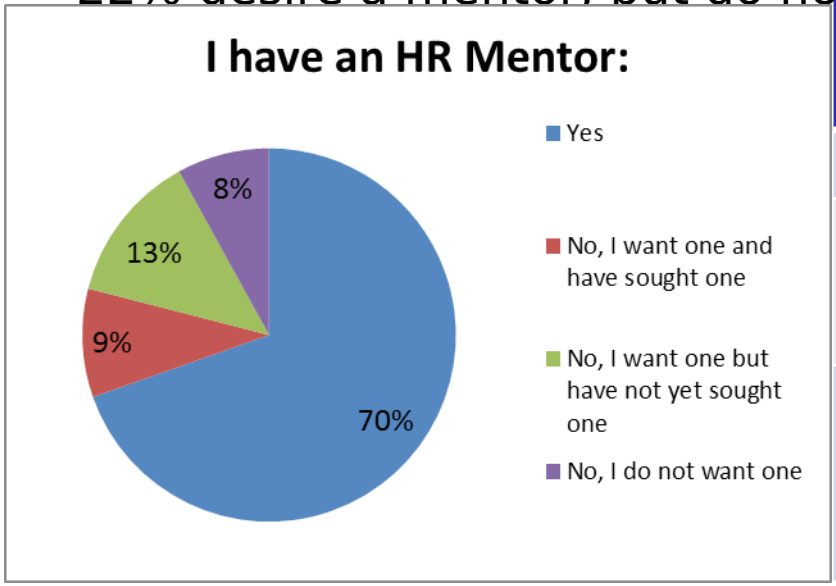
	All	Senior	Junior
Agree	64%	74%	59%
Neither	21%	16%	23%
Disagree	15%	10%	17%

Open Forum suggestions to "What courses/events would you like to see added to the HRCOE Training Continuum?"

- HR Intermediate Course (29%)
- Leadership/Command training (14%)
- HR certification (7%)

HR Mentoring

- 70% of HR Officers have a mentor **(+14 percentage points (pp) from 2013)**
- 22% desire a mentor, but do not have one **(-10pp from 2013)**



Question	All (r2013)	Senior	Junior
Satisfied with Mentor	62%	73%	56%
Satisfied with HR Community mentoring in Region	55% (+8)	66%	50%
HR Mentoring Guidebook is a useful and effective tool for guiding the mentoring process	**31%**	41%	25%

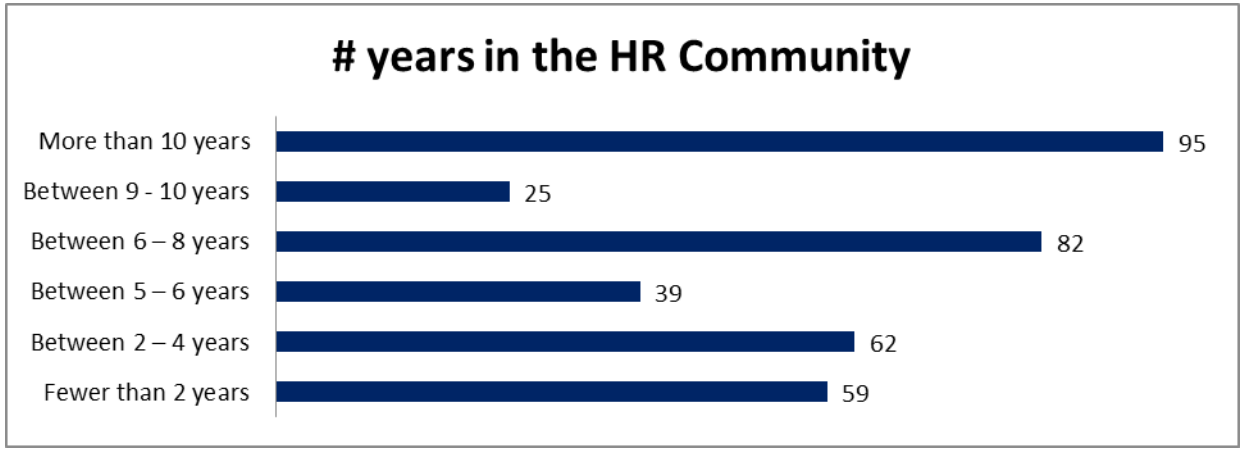
How To Improve HR Mentoring *(Open Comments)*

- Better matching with mentee weaknesses, components, and job (25%)
- Geographic availability (13%)
- Scope and breadth of mentors (6%)

HR Mentoring Guidebook Not Useful *(Open Comments)*

- Lack of awareness (50%)
- Poorly represents the mentoring relationship (19%)
- Good only for new mentors (10%)

HR Onboarding

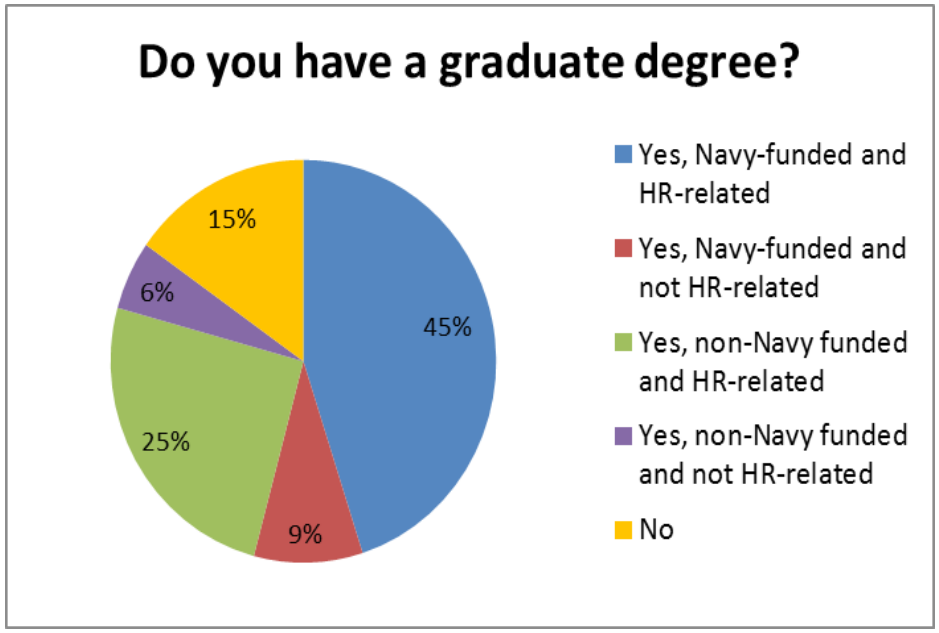


- 16% of HR Officers have fewer than 2 years in the HR Community
  - 64% of these HR Officers received a Welcome Aboard letter from a member of HR community leadership
  - **Only 51% of HR Officers with fewer than 2 years in the HR Community felt the onboarding process was effective and**

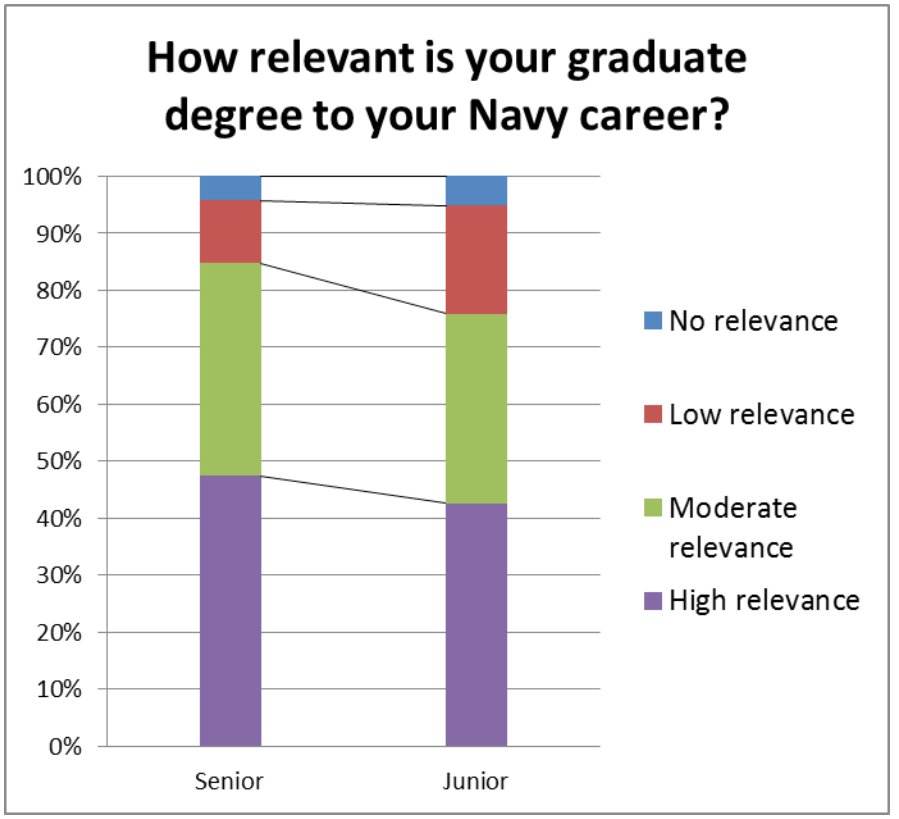
How To Improve HR Onboarding *(Open Comments)*

- Ensure timeliness of first contact (16%)
- Designate an Onboarding Coordinator/Sponsor who is solely responsible for onboarding new HRs (14%)
- Standardize the information provided to new HRs (14%)
- Ensure new HRs are initially placed in jobs that set them up for success (13%)

Graduate Education



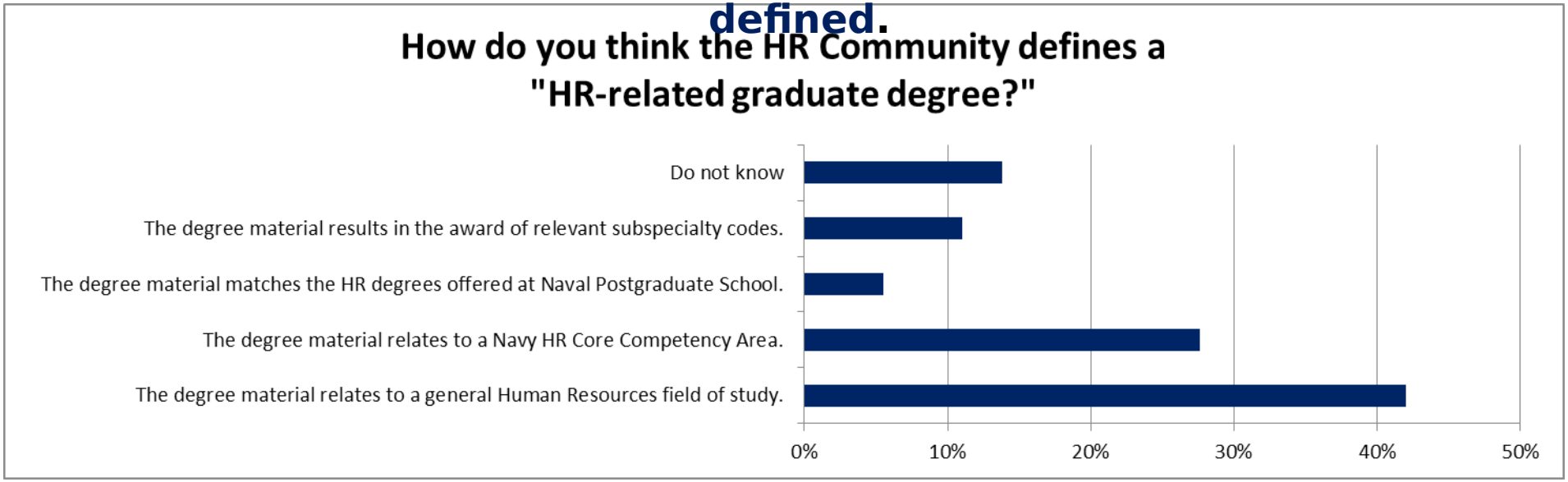
Graduate Degree	All	1200	1205	1207
HR Related	70%	68%	60%	**85%**



- ***LTs have the lowest percentage of HR-related graduate degrees: 48% vs 70% overall***
- ***One-third of officers' graduate degrees were not Navy funded***
- ***The most common degrees held are:***
  - ***MBA (18%)***
  - ***HR/HRM (16%)***
  - ***NWC Strategic Studies (10%)***
  - ***IT (8%)***
  - ***Manpower Systems (6%)***

Graduate Education (Cont.)

HR Officers are uncertain how “HR-related graduate” degree is defined.


How do you think the HR Community defines a "HR-related graduate degree?"
Do not know
The degree material results in the award of relevant subspecialty codes.
The degree material matches the HR degrees offered at Naval Postgraduate School.
The degree material relates to a Navy HR Core Competency Area.
The degree material relates to a general Human Resources field of study.
0%
10%
20%
30%
40%
50%

Question	All	Senior	Junior	1200	1205	1207
NPS quotas are hard for Navy HR Officers to get	22%	16%	25%	18%	19%	**36%**
The HR degrees that NPS offers satisfy the needs of the HR community	48%	50%	47%	50%	**35%**	51%

HR Professional Certification

Half of HR Officers agree that their HRCI Certification is relevant

	All	Senior	Junior	1200	1205	1207
The HRCI Certification is relevant to my military career	**51%**	56%	47%	53%	55%	**39%**

- **46% of HR Officer Survey Respondents utilized the Certification Preparation and Examination Program (CPEP)**
- **Of those, 87% felt the CPEP was effective in preparing them for the**

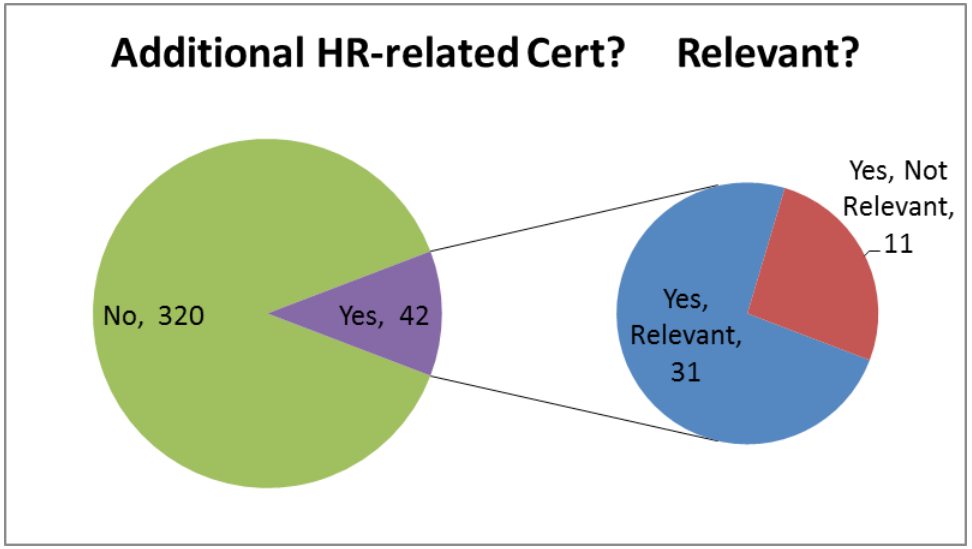
HRCI Certification Exam.

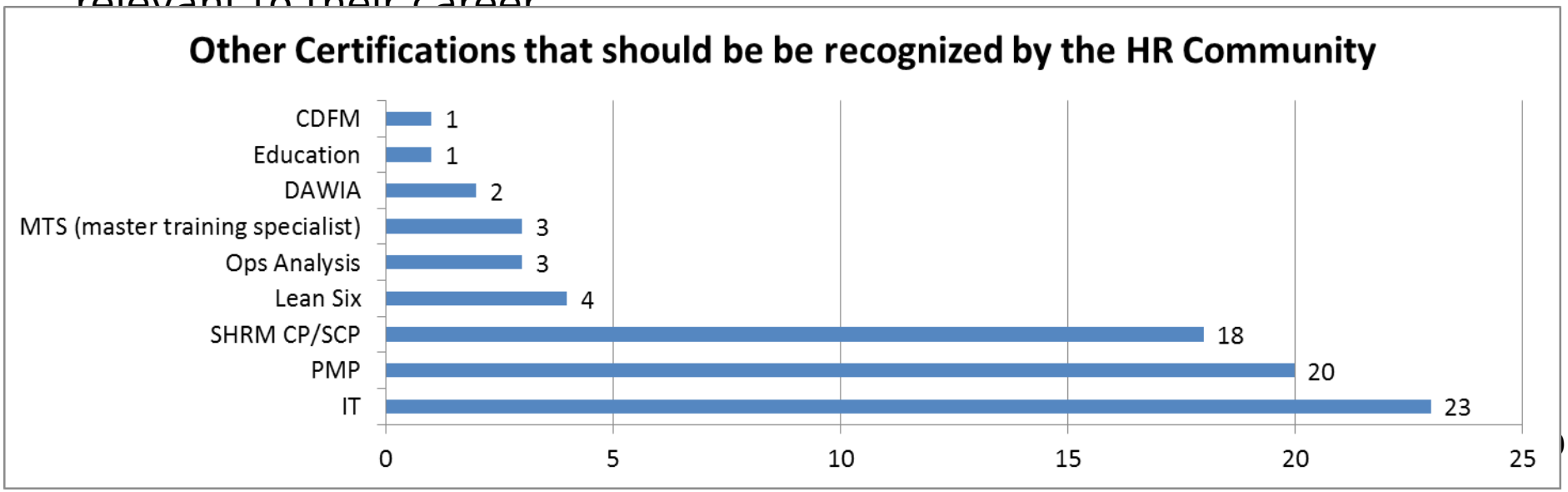
Significant themes from Open Forum comments on "Based on the HRCOE generated 'HR Certification Update – January 2015,' what questions / concerns do you have, if any, about HR certifications?"

- HRCI Certification is not relevant to Navy work (23%)
- SHRM-S/CP clarification and recognition (22%)
- Recognize other, more relevant certifications (9%)

HR Professional Certification

- Besides PHR / SPHR, **12%** of HR Officers possess another HR-related certification (such as GPHR, CPT, CPLT, CDFM, CDFM-A, CISSP (FTS only), GSLC (FTS only)).
- Of those, **74%** feel their other HR-related certification is relevant to their career





Community Pulse

HR Officers are happy being HRs!

Question	All	Senior	Junior	1200	1205	1207
I am happy with my decision to re-designate to the HR community	**86%**	87%	85%	89%	**74%**	86%
I feel successful as a Navy HR Officer	**90%**	94%	87%	91%	**79%**	93%
The HR Community has done well in preparing me to be a successful HR Officer	73%	79%	70%	75%	**63%**	75%
Navy HR leadership acts on the input the community provides	76%	77%	75%	77%	76%	72%
I look up to and am inspired by my leaders in the HR community	73%	80%	69%	71%	**82%**	71%
I want my boss's job	**59%**	63%	57%	**56%**	65%	65%
The general state of the HR community is good	76%	75%	76%	77%	74%	74%

Community Pulse (Cont.)

HR Officers do not feel understood by the URL but want to remain HRs!

Question	All	Senior	Junior	1200	1205	1207
The HR Community makes meaningful contributions to the Navy's efforts	81%	81%	81%	82%	76%	83%
I believe that most members of the URL do not understand my RL community	**82%**	80%	83%	84%	**73%**	82%
I want to transfer to a different RL community	7%	4%	9%	7%	11%	6%
It would be easy to get hired if I left the Navy today	72%	71%	73%	79%	**48%**	72%
I plan to join the drilling reserves when I leave active duty	17%	11%	20%	11%	40%	17%
CCA depth is more beneficial than CCA breadth for success in the HR Community	36%	33%	38%	35%	26%	49%
I would be interested in joining an HR Community Association if one was established, similar to existing service associations	50%	**41%**	**55%**	52%	48%	46%

Community Pulse vs. Retention Survey

HR Community fares better than other communities surveyed in Navy Retention Study (NRS)

Question	HR Survey	NRS RL/ Staff*	NRS All	Question	HR Survey	NRS RL/ Staff
My community has done well in preparing me to be a successful officer	**73%**	55%	54%	The HR Community makes meaningful contributions to the Navy's efforts	81%	81%
I want my boss's job	**59%**	N/A	30%	I believe that most members of the URL do not understand my RL community	82%	81%
The general state of my community is good	**76%**	74%	58%	I want to transfer to a different RL community	7%	11%
				I look up to and am inspired by the leaders in my community	**73%**	31%

* 80% of Navy Retention Survey data for RL/Staff Corps comprised IDC (45%), Medical (27%), and Supply Corps (12%) communities. Source:

Major Themes

Themes	
Strategic Outlook	• Leverage HR expertise to **generate thought leadership** for helping to **provide solutions to Big Navy issues and Talent Management**. • **Demonstrate the unique value of HR community to Fleet***
Communication	•Regular **communication from leadership** about big community and Fleet issues •**Focus each communication method** for independent, specialized purposes •Foster a **culture of community-wide conversation** about HR issues
Marketing and Branding	• Find ways to **add unique value** to Navy not easily done by other designators* • **Advertise and advocate that value** to Fleet and URLs*
Increase HR Footprint	• More **sea billets and Fleet-forward billets*** • More strategically **significant and influential senior HR billets***
Milestones	• Greater **transparency and feedback** in Milestone and Command selection and slating, including posting the qualities that led to selection to allow for career planning* • Address the **negative impacts to Lateral Transfers** • **Equalize Milestone and Command** qualification, process, and selection* • **Reduce desk screens** to minimize perceptions of bias and unfairness
Reserve Integration	• **Improve reserve communication and integration** (broad outreach to SELRES officers)* • **Improve the accession and transition process to 1205** • More **cross 1200-1207 tours** with consolidated total force detailing*

* *Indicates suggestion/recommendation was also mentioned in 2013 survey*

Major Themes (Cont.)

Themes	
Qualifications	• Separate **PQS**, using **HR topics for onboarding or Milestone** qualification • **Recognize** other, more **relevant qualifications*** •**HR Pin/Device***
Training and Education	• **Keep or adapt the HR Intermediate Course**, it is believed to add value • Evaluate what "HR-Related" means to **focus on what education and certifications add the most value** to HRs
Mentoring	• **Create a mentor market** on the Collaboration Website, including a list of who has held what HR jobs to create a **job-based mentor network** •Ensure **better mentor alignment** with weaknesses, component, and interests
Personnel	• Create **Onboarding Officers** to coordinate **immediate, standardized onboarding** and mentoring efforts for new HRs* • Evaluate and seek ways to **integrate more JO involvement** in BoDs and projects* • Assign **new JOs to HR-focused billets in HR concentration areas*** • Have an **LT/LCDR detailer for junior HRs***
HR Association	•Independent, semi-official organization to foster **advocacy, networking, open discussion, and knowledge sharing** between military, alumni, and civilians • Host annual **conferences, meetings, and luncheons** with notable guest speakers • Produce a **professional journal** and other **academic venues for**

* *Indicates suggestion/recommendation provided in 2013 survey*

Key Take-Aways

- Officers want the community to use its expertise to make unique contributions to Talent Management and Big Navy issues in support of the warfighter
- Shift focus towards the warfighter, including more waterfront billets and initiatives
- Foster a culture of broad communication by enabling community discussions, shepherding our communication tools, advertising issues and projects, and actively reaching members outside HR concentration zones and in the SELRES
- Create a SELRES champion to advocate for and address 1205 issues
- Education and certification values should be re-examined to reward those that bring specific added value and relevance to Navy HR work

Key Take-Aways (Cont.)

- Milestone and Command Screening needs more transparency and feedback
- Value the URL experiences and talent that make Lateral Transfers so appealing
- Continue to improve mentoring with targeted matching and personal interactions
- Improve integration of new HR accessions through targeted onboarding, HR-centric first jobs, and immediate access to the HR Collaboration Website
- Develop an HR Association to multiply and expand Navy HR efforts by including civilian and alumni partnerships to discuss, educate, and research HR issues
- Improve the marketing and branding of the community to advocate our value

Way Ahead

- Incorporate Flag feedback and present Survey Brief to Regional Captains (September)
- Communications of Results to Community (October)
  - Work with Development BOD to record DCS/webinar
  - Release Beacon through HRCOE
  - Promulgate report cards with detailed responses and themes from open forum questions to relevant stakeholders
- Determine HR Survey related projects for 2016 (EB/BoD Leads)

BACK-UP

HR Association and Suggestions

HR Officers would like an HR Association to advocate, discuss, and

Significant themes from Open Forum comments on "What types of activities would you want the Association to do in support of its membership?"

- A semi-official organization with **mil/civ/alum membership** to **discuss** HR issues, **advocate** for the community, and host **networking and developmental activities**
- Host regular **conferences**, **meetings**, and **luncheons** with **guest speakers**
- Provide **networking opportunities** with industry, alumni, and other HR officers
- **Discuss** Navy and HR issues via various outlets

HR Officers recommend leading on Big Navy issues and relationship building!

Significant themes from Open Forum comments on "What suggestions / recommendations would you make to the HR Community? If you were the Community Leader, where would you take the HR Community in the future?"

- Greater **thought leadership in Talent Management** and Big Navy issues
- Increase our footprint on the waterfront to be **relevant and connected** to the Fleet
- Improve our **marketing and branding** to URLs and the Fleet at large

Future Planning

	All	Senior	Junior
The survey asked the right questions	81%	79%	81%
I believe the senior leaders will take action on the results of this survey	76%	77%	75%

Significant themes from Open Forum comments on "Please feel free to provide narrative comments on how to improve the survey?"

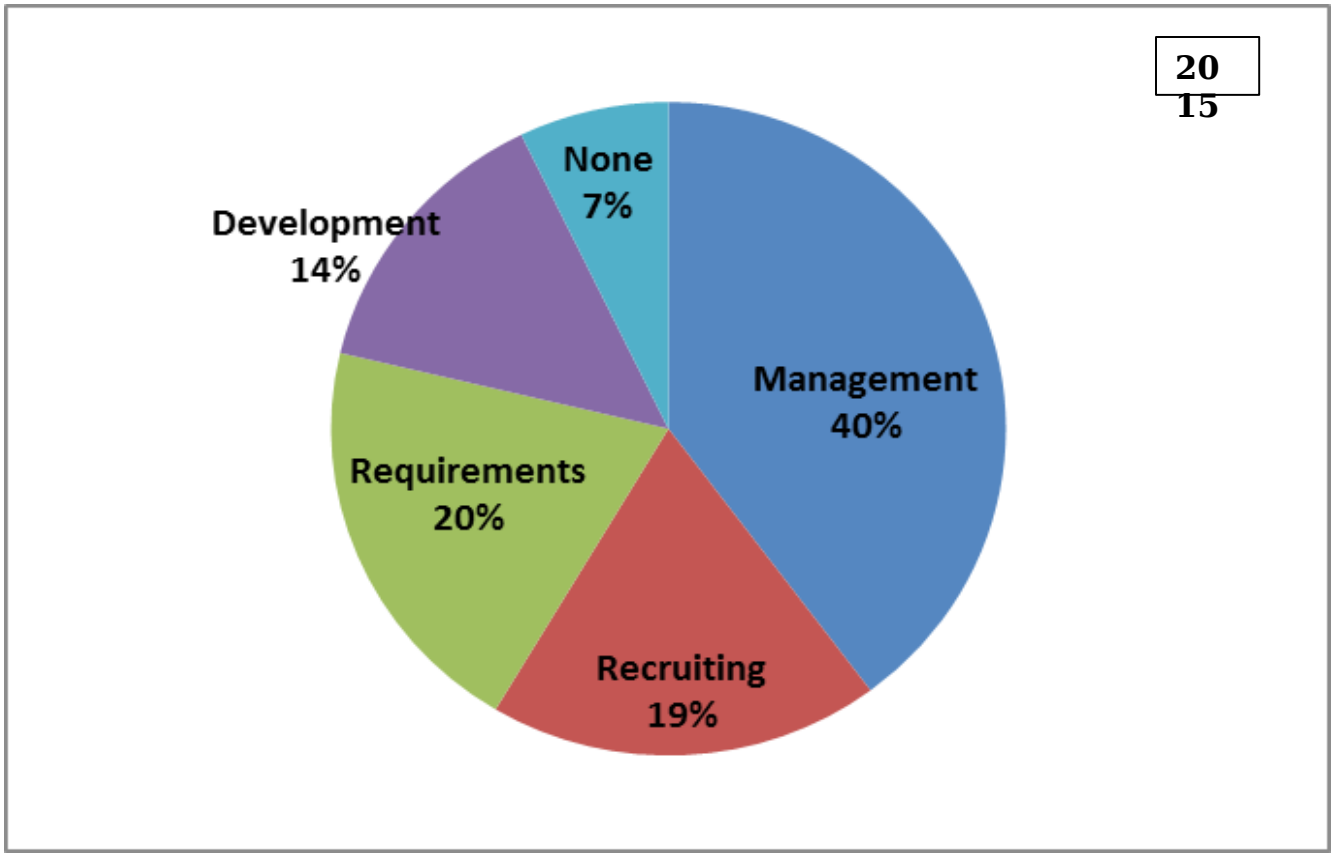
- More SELRES-relevant questions
- Survey length is adequate
- Survey frequency is adequate

HR Accession
Reasons for becoming HR Officer

The following are reasons you became a HR officer (mark all that apply)	All (r2013)	1200	1205	1207
Enjoy HR work	56% (Even)	56%	60%	51%
Improved professional success/promotion opportunity	**48% (+8)**	46%	55%	47%
Post-military career opportunities	40% (+6)	46%	27%	31%
Less deployment time	30% (+5)	37%	10%	25%
To use HR-related prior work experience	28% (n/a)	22%	34%	43%
To use HR-related education / degrees obtained	**27% (-8)**	25%	32%	31%
Improved geographic stability	21% (+6)	23%	16%	21%
HR Community reputation	20% (+6)	20%	21%	18%
Military spouse / family member issues	17% (-5)	23%	5%	8%

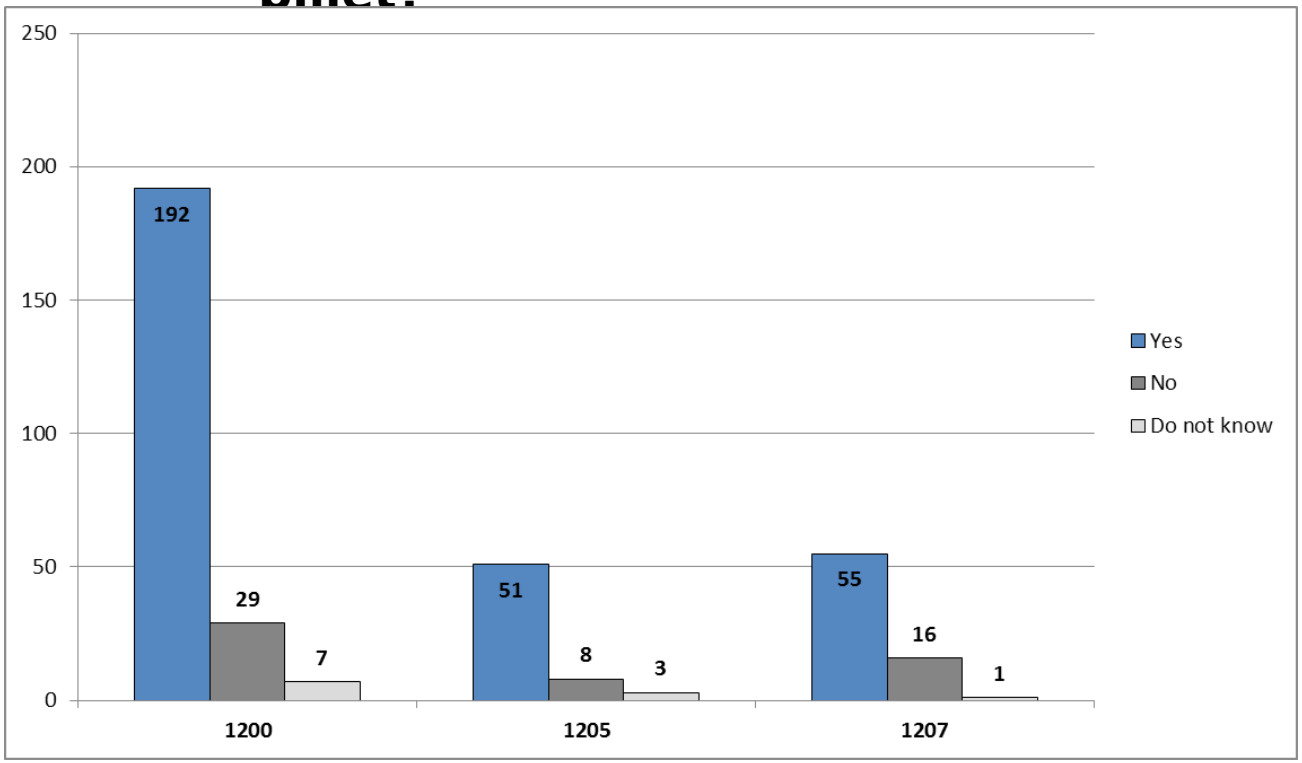
Demographic Data
HR Competency

What is your primary competency?



Demographic Data
HR Competency

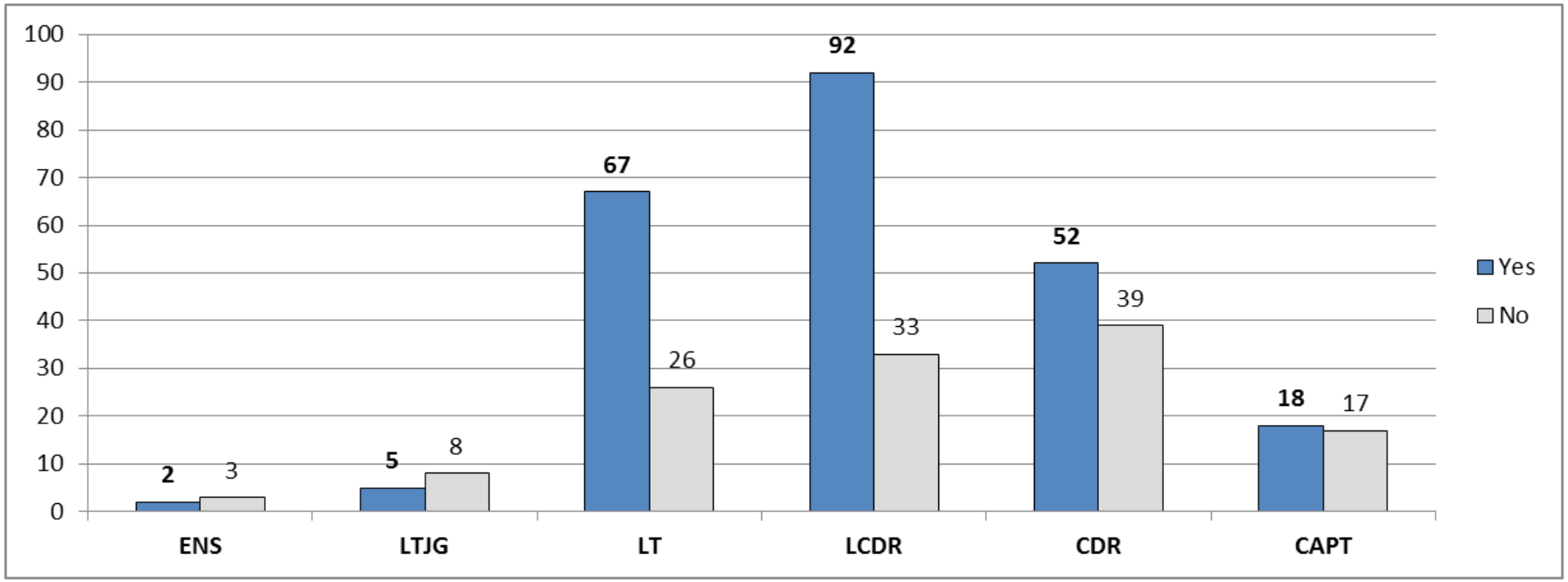
Are you currently in a 120X billet?



82% responses indicate that the respondent is in a 120X billet.

Demographic Data
Warfare Qualification

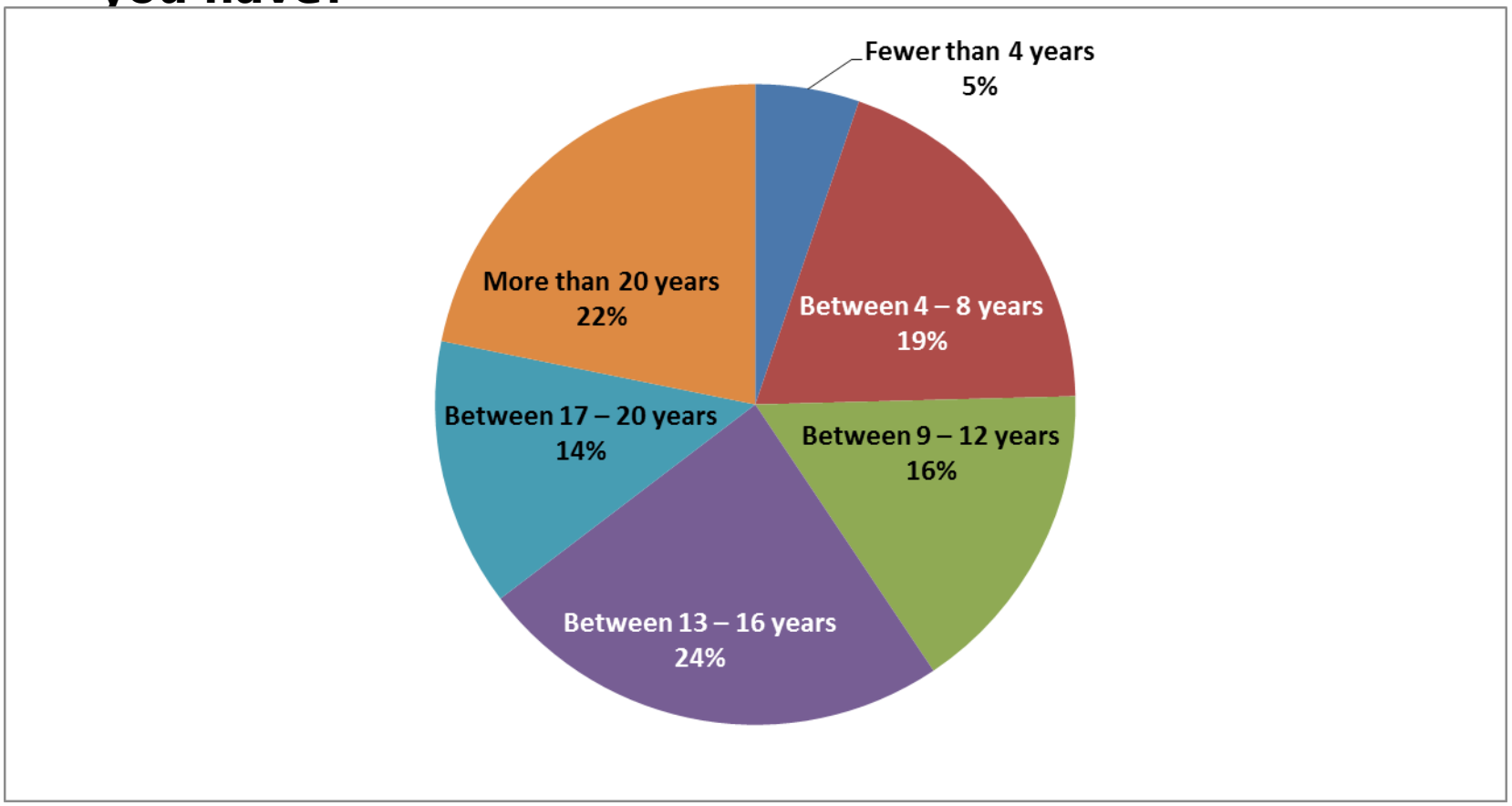
Are you warfare qualified?



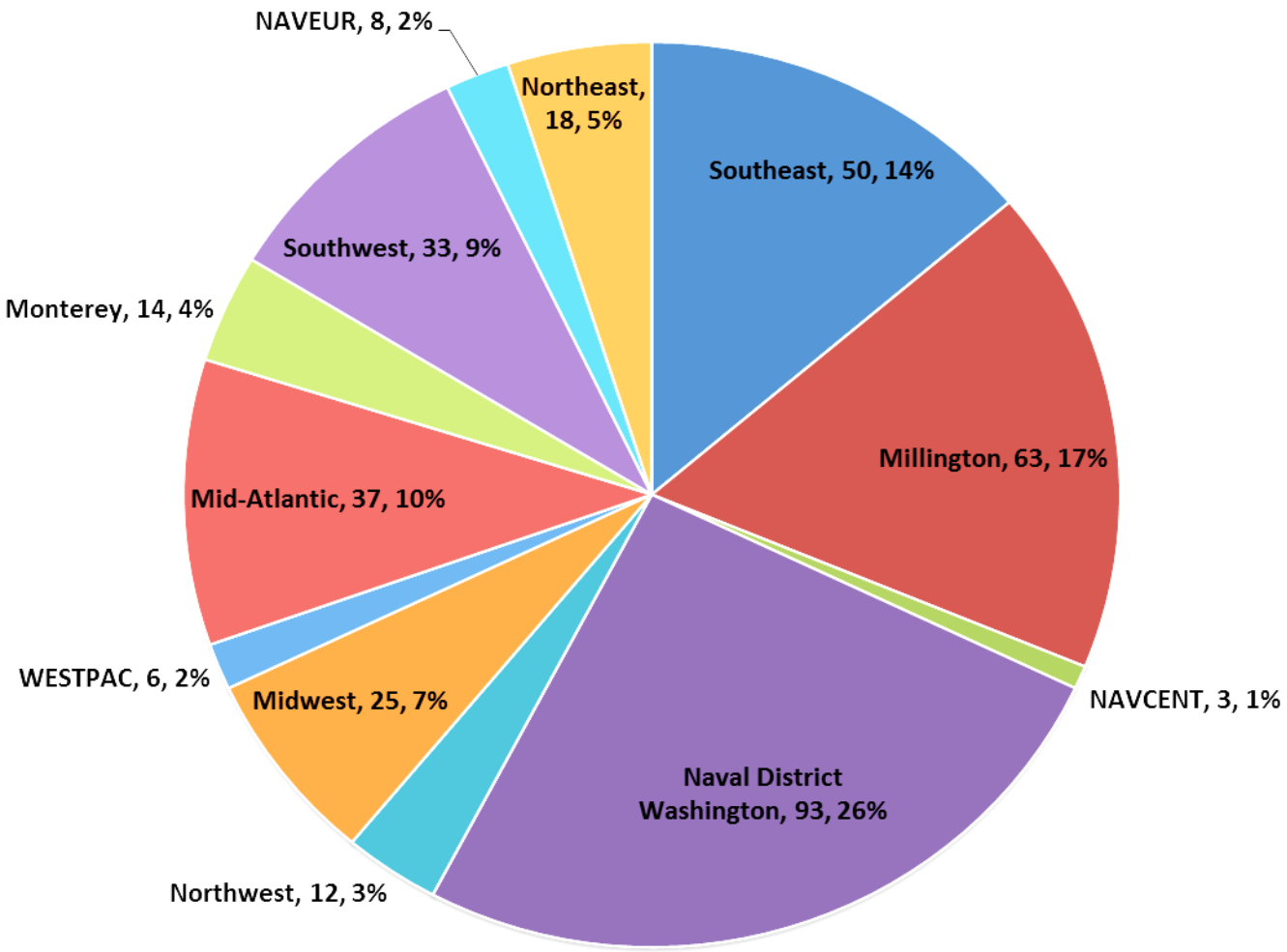
65% of respondents are warfare qualified.
O-1/2 – Approx. 40%
O-3/4 – Approx. 73%
O-5/6 – Approx. 54%

Demographic Data
Years of Navy Service

How many years of commissioned service (YCS) do you have?

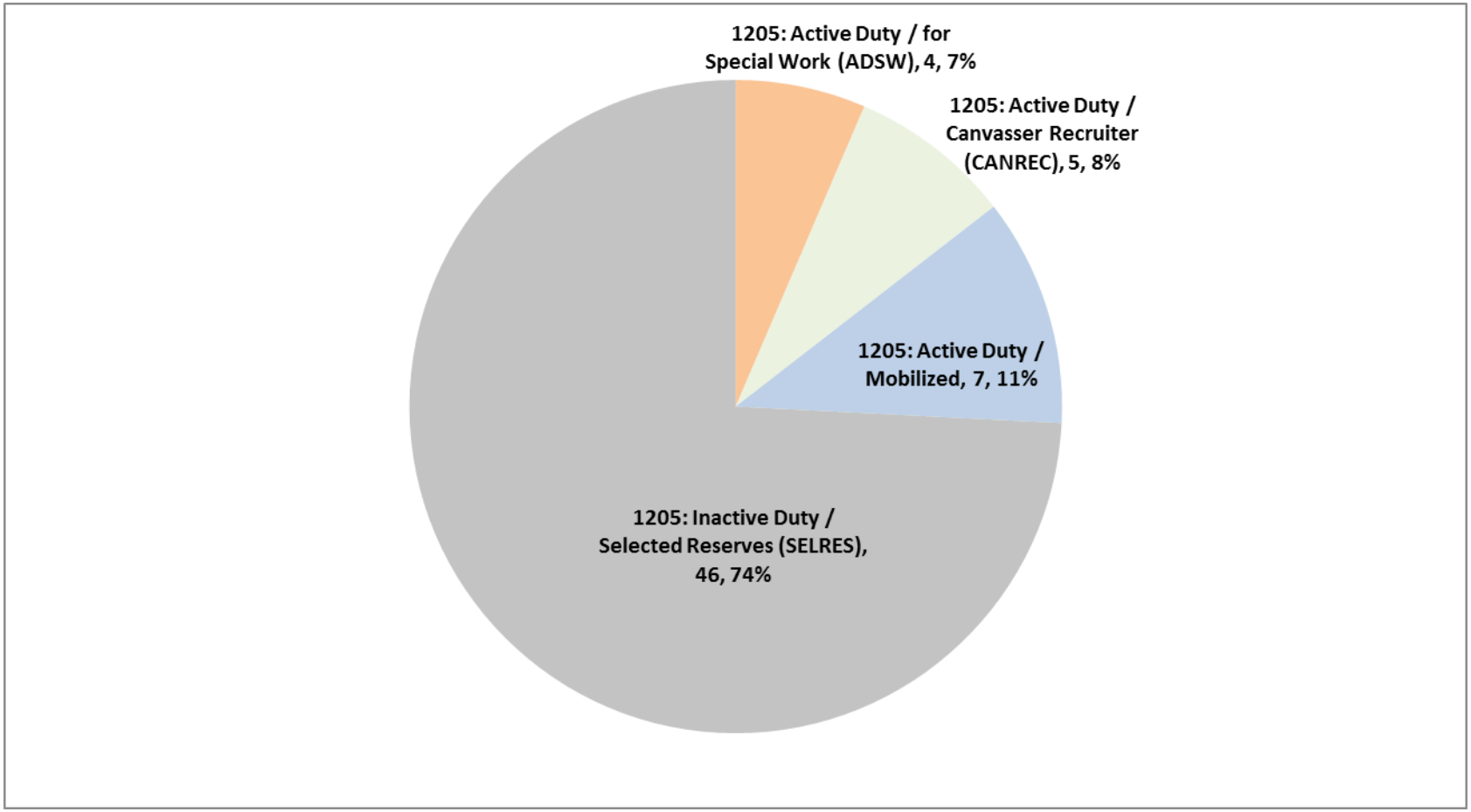


Demographic Data
HR Region



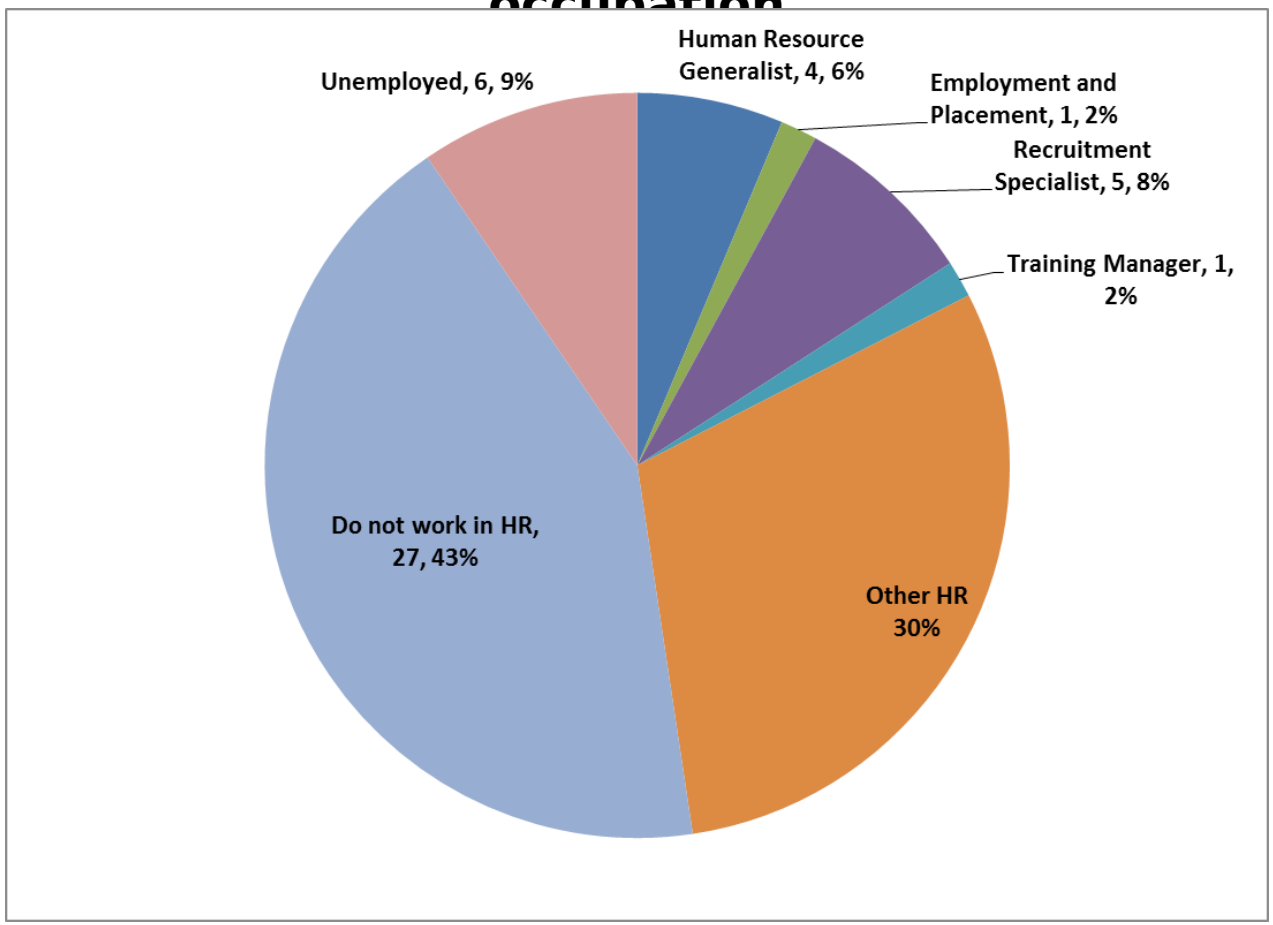
Demographic Data
1205 Officers

Status of 1205 officers


1205: Active Duty / for Special Work (ADSW), 4, 7%
1205: Active Duty / Canvasser Recruiter (CANREC), 5, 8%
1205: Active Duty / Mobilized, 7, 11%
1205: Inactive Duty / Selected Reserves (SELRES), 46, 74%

74% of 1205 respondents indicated they were an Inactive SELRES

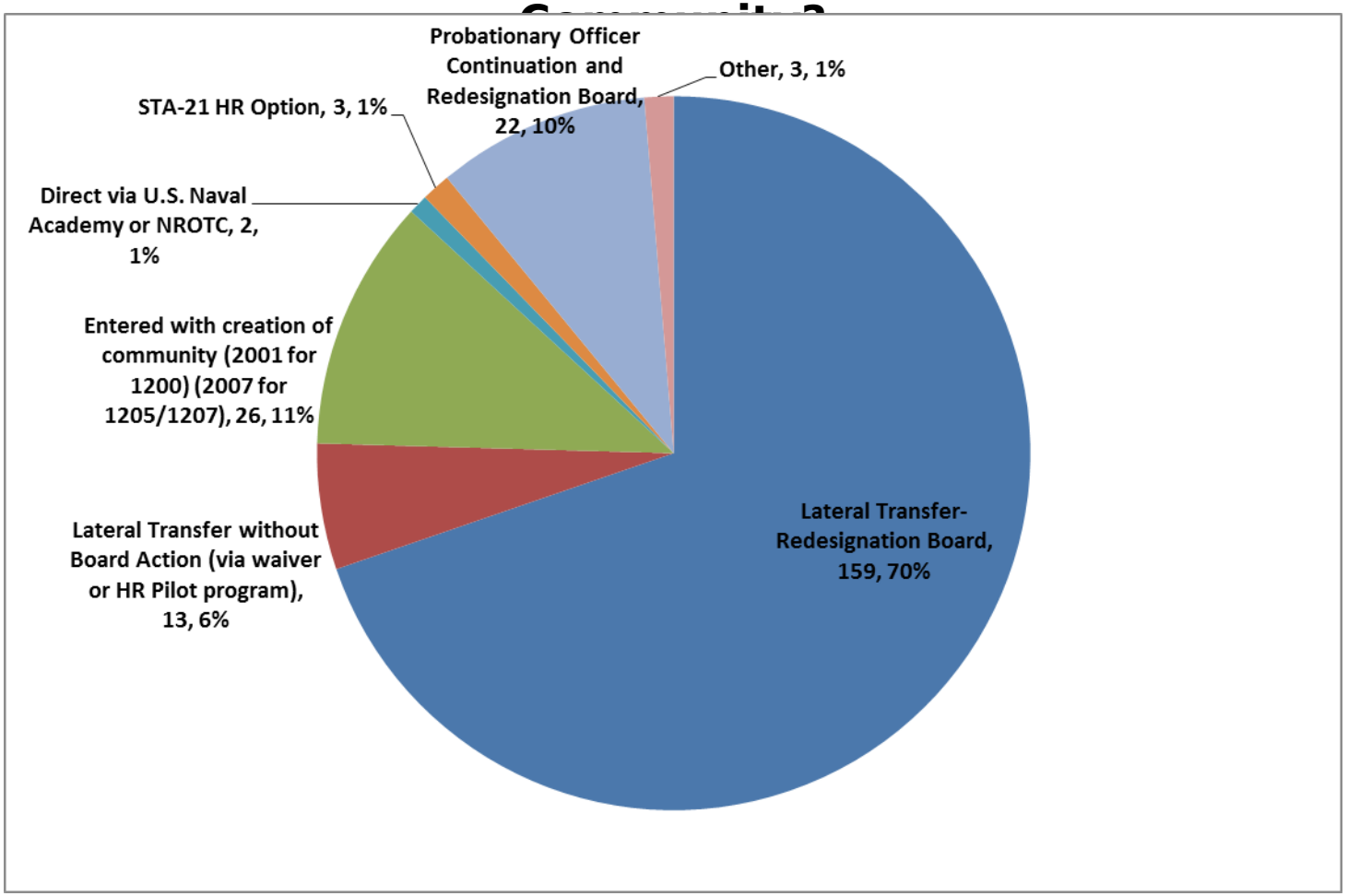
Demographic Data 1205 Officers


Role in your civilian occupation
Human Resource Generalist, 4, 6%
Employment and Placement, 1, 2%
Recruitment Specialist, 5, 8%
Training Manager, 1, 2%
Other HR 30%
Do not work in HR, 27, 43%
Unemployed, 6, 9%

48% of 1205 respondents indicated they had HR roles in their civilian occupation

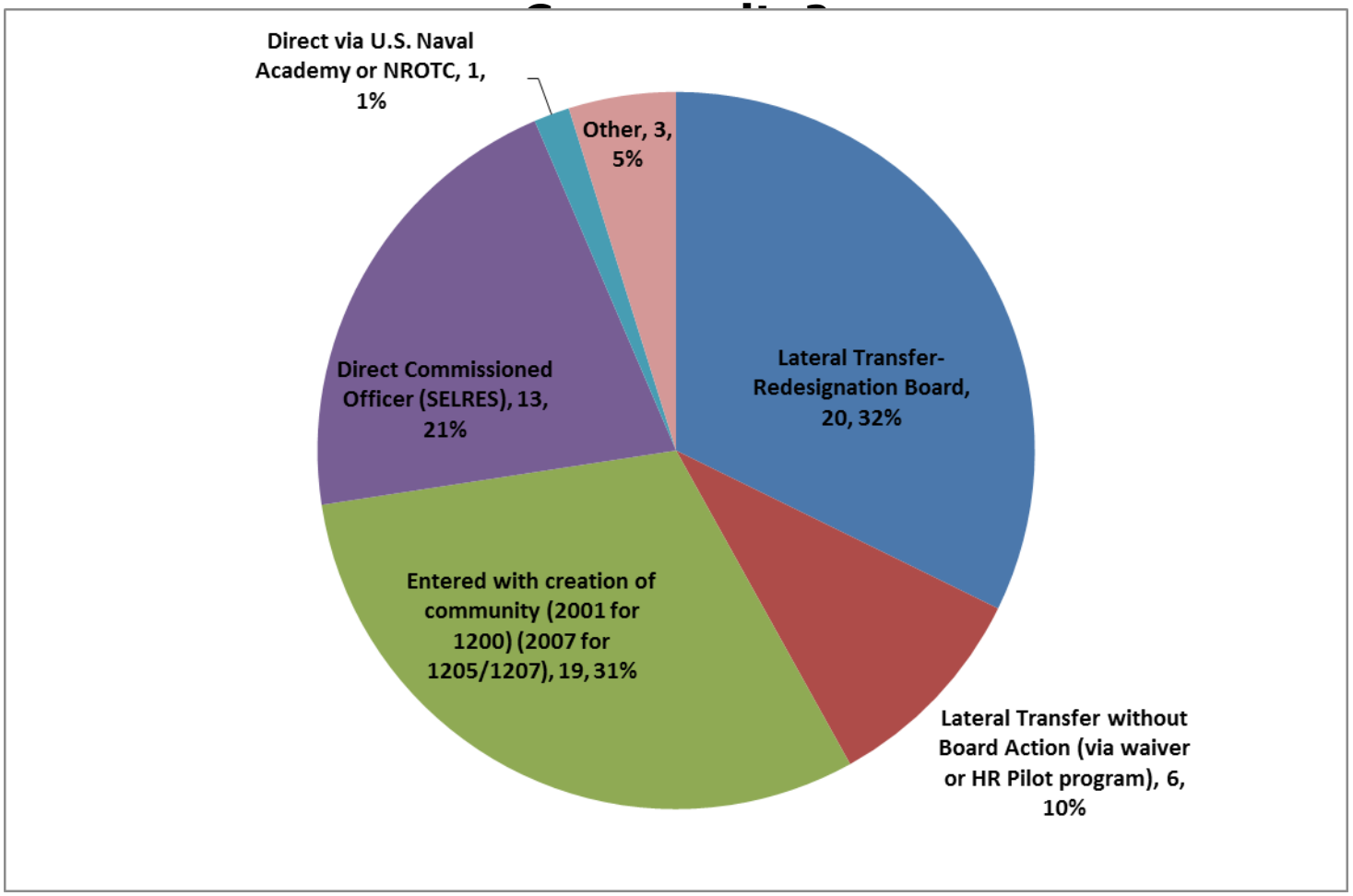
Demographic Data
HR Accession 1200

How did you assess into the HR Community?


Probationary Officer Continuation and Redesignation Board, 22, 10%
Other, 3, 1%
STA-21 HR Option, 3, 1%
Direct via U.S. Naval Academy or NROTC, 2, 1%
Entered with creation of community (2001 for 1200) (2007 for 1205/1207), 26, 11%
Lateral Transfer without Board Action (via waiver or HR Pilot program), 13, 6%
Lateral Transfer-Redesignation Board, 159, 70%

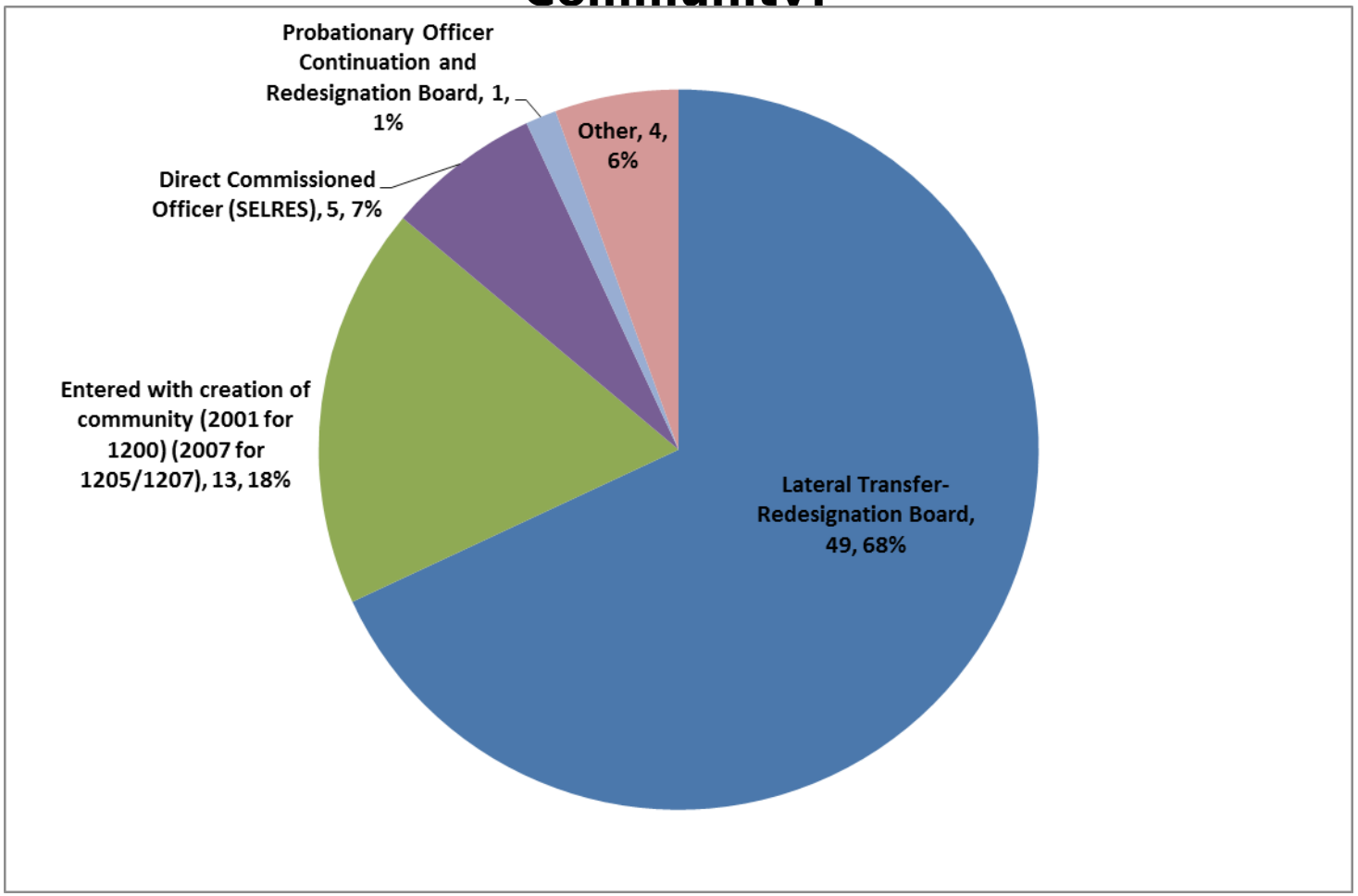
Demographic Data
HR Accession 1205

How did you assess into the HR


Direct via U.S. Naval Academy or NROTC, 1, 1%
Other, 3, 5%
Lateral Transfer-Redesignation Board, 20, 32%
Direct Commissioned Officer (SELRES), 13, 21%
Entered with creation of community (2001 for 1200) (2007 for 1205/1207), 19, 31%
Lateral Transfer without Board Action (via waiver or HR Pilot program), 6, 10%

Demographic Data
HR Accession 1207

How did you assess into the HR Community?


Probationary Officer Continuation and Redesignation Board, 1, 1%
Other, 4, 6%
Direct Commissioned Officer (SELRES), 5, 7%
Entered with creation of community (2001 for 1200) (2007 for 1205/1207), 13, 18%
Lateral Transfer-Redesignation Board, 49, 68%